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*Personnel*

# *personnel* INFORMATION LETTER

VOLUME I

OCTOBER

NO. 6

## CONSOLIDATED FUND QUOTA EXCEEDED BY \$20,000

It has been said that the worth of Agency projects cannot be measured in terms of dollars and cents. The Consolidated Charities Drive is an outstanding exception.

Several months ago a staff study was prepared for the DCI recommending the combination of our numerous charity drives into a single annual package drive. It was pointed out that in the 18 largest cities, which had adopted one-fund drives, contributions had increased an average of 39 per cent. This represented a range of from 2 per cent to 112 per cent. The plan was approved and the drive was conducted during the month of September with provisions for pledge payments through November.

The results have been very gratifying. The Agency has not only reached its quota of \$70,000, but has gone over it by more than \$20,000 - and further contributions are still expected. The Office of Personnel goal is \$2,940, but \$3,872.25 has been pledged as of 14 October.

The allocation of funds to the various charities has not as yet been determined; however, figures will be published in the near future.

## PERSONNEL CAREERISTS TO HAVE VOICE IN OWN JOB PLANNING

Agency employees who are members of the Personnel Career Service will have a voice in the planning of their own professional development according to an announcement this month by Director of Personnel, Harrison G. Reynolds.

The announcement was made in the form of an Office of Personnel Memorandum entitled "Individual Career Planning." It asks each employee who carries an SP designation, is assigned to Agency headquarters, and is a member of the CIA Career Staff, to outline his personal career objectives for the next 2 - 5 years.

The outline will include an analysis of the employee's experience in CIA, his general career interests, the types of experience or training he feels he needs to qualify him to reach his goals, and his suggested plans for acquiring the necessary experience and training. April 1, 1956, has been set as the target date by which plans of all eligible employees will be in the hands of the Personnel Career Board.

The following questions and answers were prepared by the OP Development Staff to further point up the highlights of the individual career planning program:

### Q. WHO PREPARES THE PLAN?

A. The individual prepares the initial draft of his Plan when requested to do so by the Personnel Career Management Officer and with the assistance of his

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PERSONNEL INFORMATION LETTER

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PERSONNEL CAREERISTS . . .  
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supervisor. This Plan serves as a basis for a discussion between the individual, the Chief of the Staff or Division to which the individual is assigned, and the Personnel Career Management Officer, in the preparation of the final draft. The final draft of Plans for individuals assigned in headquarters outside the Office of Personnel (for example, a Personnel Officer assigned to a DD/P Area Division) is prepared by the individual with the assistance of a senior official designated by the Head of the Personnel Career Service and the CMO in the Office of Personnel.

Q. WHO APPROVES THE PLAN?

A. The Executive Committee of the Personnel Career Board reviews and makes its recommendations on each Plan prior to submitting it to the Director of Personnel for approval.

Q. WHAT HAPPENS TO APPROVED PLANS?

A. The original copy of the approved Plan is filed in the individual's official personnel folder. One copy is maintained in the records of the Personnel Career Board, and one copy is returned to the individual concerned.

Q. WILL THE APPROVED PROPOSALS IN A PLAN BE IMPLEMENTED?

A. The implementation of a Plan will depend on the individual concerned and conditions or circumstances which may arise in

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CHANGE IN EDITORS  
FOR PIL

Next month's Personnel Information Letter and future issues will be published under the guidance of a new editor-in-chief because of training and reassignment plans under way for the present editor, Mr. [REDACTED] 25X1A9a At time of publication, the Director of Personnel has not announced Mr. [REDACTED] 25X1A9a successor. 25X1A9a

connection with the operational feasibility of approving personnel actions and training proposed in the individual's Plan. Consideration will be given to such factors as the individual's performance in his present assignment as an indication whether he should proceed with the proposals in his Plan, the need for a replacement, and the personnel requirements of the Agency at the time.

Q. WHY IS A FORMAL PLAN NECESSARY?

A. A formal Plan included in the official personnel folder of an individual serves as a guide to Agency officials in planning and effecting future personnel actions for the particular individual. It stimulates individuals to think of their future plans and offers them an opportunity to receive counsel and guidance from senior officials regarding their objectives.

Q. HAVE OTHER CAREER SERVICES ESTABLISHED INDIVIDUAL CAREER PLANNING PROGRAMS?

A. Yes, all persons in the Office of Training have career plans covering job assignments, rotation, and training for the next five years. A [REDACTED] 25X1A

[REDACTED] published in May of 1978 25X1A year requires the preparation of individual career plans for each individual under the jurisdiction of the FI, PP, and TSS Career Service Panels. Career Services in the DD/I area are currently in various stages of formulating and implementing individual career planning

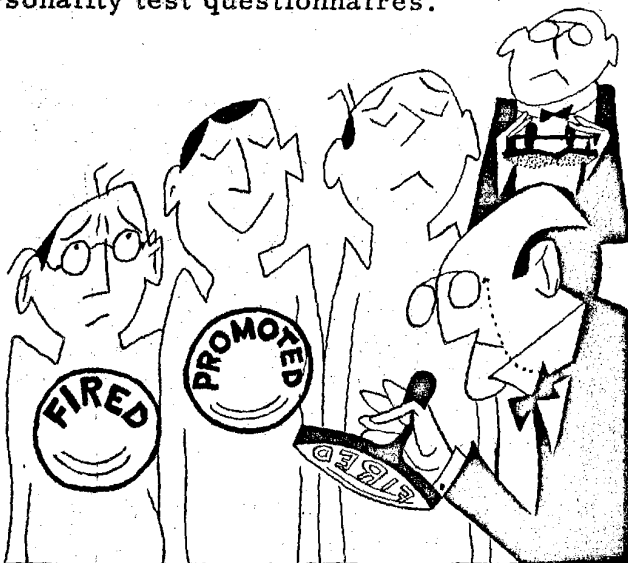
## BOOK NOOK

... "Modern Style Mind Reader," Life Magazine, September 12, 1955

The present dynamic role of Harrison Gough, a young University of California psychology professor, in the new science of personality testing is described by writer Robert Wernick in a recent issue of Life magazine.

Wernick states that there are 121 personality and character tests on the market today. Comments on their practicality are extremely varied. For example, the Director of Employment Practices for General Motors considers personality testing the least important factor in determining the potentiality of employees. He says: "Those who are smart enough to seek key jobs where personality and attitude are important factors are smart enough to fake even the best attitude and personality tests."

On the other hand, personnel men in industry have been known to hire, fire, and promote employees solely on the basis of personality test questionnaires.



TEST-HAPPY BUSINESSMEN have been known to hire, fire and promote employees solely on basis of questionnaires. COURTESY LIFE MAGAZINE

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## RECENT BOOKS OF INTEREST RECEIVED BY CIA LIBRARY

What Is Communism? and What Is Democracy?, companion volumes edited by Richard M. Ketchum, are a collection of photographs and drawings, tied in with text. The first book gives a detailed record of communism in the United States and throughout the world; the second, outlines the aims and accomplishments of democracy in forwarding the interests of the individual and preserving his dignity.

In 21 Stayed, by Virginia Pasley, the author has told the story of American prisoners of war in Korea who chose to remain with the Communists - who they were and why they stayed.

## Book Nook . . .

Gough, a graduate of the University of Minnesota, hopes to revolutionize the science of personality testing. He dreams of long-term study of the development of personality and character traits that make for success. This study, as he plans it, will be carried out through observation and questioning of hundreds of individuals in three sample communities throughout the country. Gough envisions not only constant testing and retesting of his sample group between their first and twentieth birthdays but also a pre-birth testing of the mothers and fathers of his subjects-to-be.

Results of this survey will not be forthcoming for at least twenty years. Some authorities feel, though, that man may be too uncooperative, too unmanageable to permit the real bases of his actions to be parlayed into statistics.

### IS REWRITING OR RETYPING ALWAYS NECESSARY?

Most officials who review or sign correspondence want it to be as near perfect as possible. There is a fear that if memos and letters with slight imperfections are not rejected, the work turned out by our writers, stenographers, and typists will become slipshod.

The fact that much rewriting and retyping could be eliminated does not mean that our correspondence standards should be lowered. Rather, it suggests that a piece of correspondence should be judged for adequacy on the basis of common sense rather than on trivialities or personal preferences. There is a point where improved results are too minute to justify spending more time in rewriting or retyping.

The letter retyping dilemma can be eased if reviewers and signers follow this simple test:

Will it probably bring the same results as a rewrite?

Will the present version create a deservedly bad impression of the originating office or of the organization?

Is the nature of the correspondence such that it must be rechecked or retyped until no further improvement appears possible?

Would you, from the viewpoint of a taxpayer, say that the paper should be reworked?

By limiting rewriting and retyping jobs to instances in which you can truthfully say "yes" to any of these four questions, you will save an astonishing amount of time and stationery.

### AWARDS GIVEN 145 EMPLOYEES FOR EFFICIENCY - INCREASING IDEAS

Since the beginning of CIA's Incentive Awards Program in 1948, 145 employees have received \$7,548.30 in cash awards. [REDACTED] Agency Incentive Awards Officer, announced this week. Yearly savings resulting from the adoption of suggestions for which awards were made approximated \$225,000.00 he said. 25X1A9a

Not all of the suggestions adopted resulted in monetary savings, but all were judged to contribute to the increased efficiency of Agency operations.

The 145 accepted ideas were culled from a total of 2,176 employee suggestions submitted to date.

In addition to those who cashed in with award winning suggestions, 67 employees received awards for meritorious performance on their jobs. Eight were presented with lump sum cash awards amounting to \$5,450.00, and 59 received within grade salary increases.

All meritorious service awards made since November 30, 1954, have been of the lump sum variety in line with the provisions of Public Law 763, "The Fringe Benefits Act." This Act expressed the opinion of Congress that lump sum cash awards were a fairer method of recognizing outstanding job performance since, among other things, within grade increases tended to discriminate against employees in the lower pay brackets.

The number of incentive award suggestions submitted have climbed steadily since 1948 and are now being received at the rate of approximately 100 every six weeks.

## LIBRARY HAS ACCESS TO VARIETY OF COLLECTIONS

What happens when you request a book from the CIA Library which is not on the shelf? If the book is charged out to someone else, you will be notified that the book is out, but for reasons of discretion the Library will not usually tell you who has it. They would prefer to contact the borrower and explain that you have asked for the book, and in turn, pass it on to you. Another reason for the book's not being on the shelf is that the Library just doesn't have it in its collection.

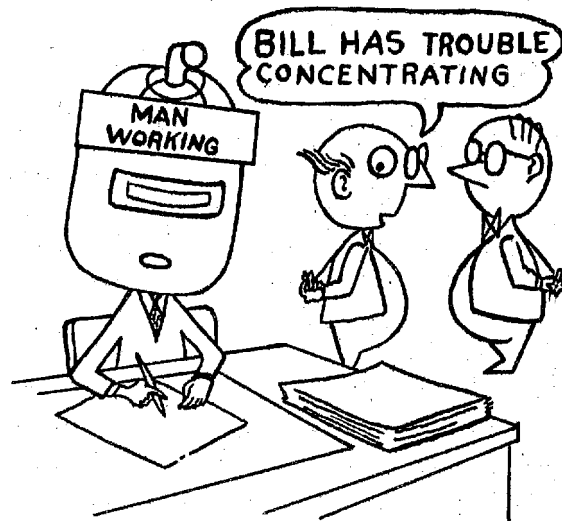
There are several categories of books which are not generally bought for the Library collection - current fiction (unless it is a good spy story), classical literature, and fine arts texts.

### CIA CARROUSEL

I turn and glance around the room;  
There are 26 new faces,  
And when I turn around again,  
My desk has moved 10 paces.  
I've been working for the Government  
Just 10 months today,  
My desk's been moved 300 times,  
And I don't know what to say.  
But when the brand new building's built,  
I'm going to move right in  
And get a large, new flat top desk  
And bolt the damned thing in.

## LIBRARY . . .

Aside from these categories, the Library will make every effort to borrow the material you want from almost any library in the country. The most frequent source of materials is the Library of Congress. Other Government libraries utilized include the Armed Forces Medical Library, The Department of State Library, Department of Agriculture Library, and the Atomic Energy Commission Library. Approximately 13,500 requests are submitted to other libraries each year.



Concentration is a funny thing. It's difficult for some people; easy for others. But it can be helped through the cooperation of fellow workers and good work habits. First of all, workers should think about the other guy and his work. Frequent interruptions bother most people. They hate to say, "I'm busy." Usually they'll be polite even though they're thinking, "This isn't important. Why is he bothering me with it now?" Before you interrupt another person at work, look the situation over. You can usually tell if it's a good time to speak to him or not. Can't it wait until a more appropriate time?

## USE OF POSITION DESCRIPTIONS EXPLAINED BY PED SPEAKER

25X1A9a

(The following article was abstracted from remarks made by [REDACTED] of the Position Evaluation Division at O/P's recent training course in Salary and Wage Administration.)

The primary purpose of the position description is its use as a basis for salary and wage administration. But its usefulness does not end here. Position descriptions are used for: recruitment purposes, T/O implementation, the development of qualification standards, and career service rotation plans.

### What is a Position Description?

A position description is a written statement of a job assignment of the duties and responsibilities, organizational relationships, qualifications, and distinguishing features of a job. It is not, except by coincidence, a description of the work, qualifications, or distinguishing characteristics of a person, for jobs may exist and be described which are vacant. Further, a job may be occupied by a succession of incumbents who vary in personal qualifications and who may or may not fully perform the duties of the job.

### Who Writes a Position Description?

A job is created by operating officials in whose component it is located. Information about the job comes from the parent component and the classifier's office. Normally, the position description is a result of the cooperative work of the incumbent, his supervisor, and the classifier. While the final position description is prepared in the Position Evaluation Division of the Office of Personnel, the extent of writing and editing

(Continued next column)

## AGENCY FRINGE BENEFITS COMPARE FAVORABLY WITH INDUSTRY'S

"The CIA employee is receiving comparable fringe benefits to his counterpart in industry." This fact was brought out by Mr. [REDACTED] Office of Personnel in a talk before the Personnel Career Board this month. 25X1A9a

[REDACTED] made his statement as a result of a study of fringe benefits practices of 15 major U. S. companies. He cited as examples of the types of benefits received by CIA employees the following: liberal retirement, low cost insurance protection, extensive internally sponsored training, and medical services. 25X1A9a

This study was made by [REDACTED] as an outside research project in connection with the recently completed Office of Personnel Trainee Program. Plans are under way for him to report his findings to the Inspector General and CIA Career Council.

is dependent upon the amount and quality of information made available to the classifier.

### When are Position Descriptions Written?

Position descriptions should be written whenever significant changes affecting the job occur. In practice they are usually written when operating officials create a new job, a particular job has changed, or when a T/O revision is requested.

### How are Position Descriptions Written?

The format for position descriptions in use at this time is: 1) Identifying information (Position number, title, code, or organizational location, etc.), 2) Duties and responsibilities, 3) Supervision (received and provided to others), 4) Qualifications (minimum qualification necessary for filling job), and 5) Distinguishing features (the major reasons for the grade level